

CITY OF DUNCAN

BYLAW NO. 2092, 2010

**A Bylaw establishing the Financial Plan
for the years 2010-2014.**

WHEREAS Section 165 of the "Community Charter" requires a Municipality to prepare and adopt, by bylaw, a financial plan annually;

NOW THEREFORE the Council of The Corporation of the City of Duncan enacts as follows:

1. Schedule "A" attached hereto and made part of this bylaw is hereby declared to be the Tax Revenue Policy for the City of Duncan.
2. Schedule "B" attached hereto and made part of this bylaw is hereby declared to be the Five Year Financial Plan for the City of Duncan ending December 31st , 2014:
3. This Bylaw may be cited for all purposes as the "**Financial Plan Bylaw No. 2092, 2010**".

READ THE FIRST TIME ON THE 3rd DAY OF MAY, 2010.

READ THE SECOND TIME ON THE 3rd DAY OF MAY, 2010.

READ THE THIRD TIME ON THE 3rd DAY OF MAY, 2010.

ADOPTED ON THE ___th DAY OF MAY, 2010.

Mayor

Director of Corporate Services

Financial Plan
2010 - 2014
Bylaw No. 2092, 2010
Schedule "A" – Tax Revenue Policy

Financial Objectives and Policies

As added by Bill 35 (*Miscellaneous Statutes Amendment Act* (No.2) 2007), Section 165(3.1) of the *Community Charter* requires municipal five-year financial plans to include a more explicit form of revenue and tax policy disclosure. This requires municipalities to include in the five-year financial plan, the objectives and policies regarding each of the following:

- the proportion of total revenue that comes from each of the funding sources described in Section 165(7) of the *Community Charter*; (revenue from property value taxes, revenue from parcel taxes; revenue from fees; revenue from other sources; proceeds from borrowing)
- the distribution of property taxes among the property classes; and
- the use of permissive tax exemptions (including revitalization tax exemptions).

In addition, before adopting annual property tax rate bylaws, all municipalities must, under Section 197(3.1) of the *Community Charter*, consider the proposed tax rates for each property class in conjunction with the objectives and policies referred to above.

Current Revenue Proportions by Funding Source for Operating (excluding Transfers from Reserves and Surpluses and Capital financing)

	<u>2009</u>		<u>2010</u>	
Taxation	4,303,584	52.8%	4,678,587	52.9%
Grants in Lieu of Taxes	10,500	0.1%	11,300	0.1%
Sales of Services	449,700	5.5%	450,800	5.1%
Sewer User Fees	647,651	7.9%	709,031	8.0%
Water User Fees	1,276,128	15.7%	1,454,820	16.5%
Other Revenue Own Sources	460,759	5.7%	525,098	5.9%
Unconditional Transfers from Other Governments	534,000	6.6%	534,000	6.1%
Conditional Transfers from Other Governments	<u>466,095</u>	<u>5.7%</u>	<u>475,732</u>	<u>5.4%</u>
	8,148,417	100.0%	8,839,368	100.0%

POLICY STATEMENT

City Council considers the current mix of user fees and tax levies sufficient; noting however, that Council intends to shift water and sewer fees to being charged on a metered basis.

Financial Plan
2010 - 2014
Bylaw No. 2092, 2010
Schedule "A" – Tax Revenue Policy

Distribution of Property Taxes Collected

<u>Class</u>	<u>2008 %</u>	<u>2009 %</u>	<u>2010 %</u>
Residential	51.18	53.37	53.76
Utilities	1.46	1.19	1.07
Business	47.29	45.37	45.10
Rec/Non profit	0.07	0.07	0.07
Farm	< 0.01	< 0.01	< 0.01
	100.00	100.00	100.00

Current Property Class Multiples

<u>Class</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Residential	1.00	1.00	1.00
Utilities	13.71	11.19	10.18
Business	3.44	3.29	3.25
Rec/Non profit	1.45	1.40	1.39
Farm	1.00	1.00	1.00

Historically, the City has kept its percentages of taxes collected from each class relatively static, varying only slightly from year to year. In times when one class of property is seeing large growth in assessment, this means that the benefits of increased new assessments are kept within that one class of property.

In the last four years (2006 - 2009), Council has strived to limit the increases to the business class. The 2006 Business class multiple of 3.53 placed Duncan at 120th out of 156 municipalities (76th percentile). Whereas it is projected that the City's 2010 Business class multiple of 3.25 will place Duncan at 108th out of 160 municipalities (68th percentile). The long term goal is to have the business multiple at the 50th percentile (median) which was 2.84 in 2009.

POLICY STATEMENT

City Council considers the current proportions of taxes collected and current assessment class multiples as reasonable; however, as opportunities arise, Council will attempt to lower the percentage of taxes collected from the business class and attempt to hold or lower the business class multiple with a goal to have a multiple at the 50th percentile of other municipalities (median).

Financial Plan
2010 - 2014
Bylaw No. 2092, 2010
Schedule "A" – Tax Revenue Policy

Use of permissive tax exemptions

Tax Exemption Bylaw No. 2076, passed in October of 2009, contains a list of permissive exemptions granted for the 2010 taxation year and the estimated amount of tax revenue foregone. The list demonstrates the policy of council that permissive exemptions are granted to not-for-profit institutions that form a valuable part of our community. These include religious institutions, historical societies, some recreational facilities and service organizations.

Council will continue to support local organizations through permissive exemptions. These organizations provide services to our community that should be supported by residents. In addition, (as listed as one of Council's strategic priorities) Council will examine its expanded power under the *Community Charter* to provide permissive and revitalization tax exemptions. In the future, after appropriate consultation, Council may choose to provide permissive exemptions to property owners who contribute to our community in other ways. These may include investments made in greenhouse gas reduction technology or alternative energy, the provision of affordable housing, or revitalization of buildings or areas of the municipality.

POLICY STATEMENT

City Council will examine its permissive tax exemption policy to determine if it should be expanded.

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2092, 2010
 FIVE YEAR FINANCIAL PLAN (2010-2014)
 OPERATING EXPENDITURE PLAN

SUMMARY OF REVENUES
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2092, 2010

	2009 Preliminary	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
TAXATION	4,289,722	4,678,587	5,135,671	5,347,039	5,582,287	5,781,006
GRANTS IN LIEU OF TAXES	16,085	11,300	11,300	11,300	11,300	11,300
SALES OF SERVICE	451,679	450,800	463,096	471,616	484,654	498,085
OTHER REVENUE FROM OWN SOURCES						
Licences & Permits	128,398	111,900	111,900	111,900	111,900	111,900
Fines	14,773	19,282	19,282	19,282	19,282	19,282
Rentals	114,743	181,881	202,223	213,910	223,940	227,631
Return on Investment	76,283	44,000	44,000	44,000	44,000	44,000
Penalties & Interest on Taxes	38,274	33,000	33,000	33,000	33,000	33,000
Other	120,781	135,035	137,508	140,030	143,889	147,864
	493,252	525,098	547,913	562,122	576,011	583,677
TRANSFERS FROM OTHER GOVERNMENTS						
Unconditional						
- Provincial	534,000	534,000	534,000	534,000	534,000	534,000
Conditional						
- Provincial	482,631	368,857	38,248	15,000	15,000	15,000
- Regional	23,641	106,875	109,013	57,742	59,474	61,258
	506,272	475,732	147,261	72,742	74,474	76,258
COLLECTIONS FOR OTHER GOVERNMENTS	2,163,555	2,149,439	2,235,415	2,347,186	2,464,545	2,587,772
	8,454,565	8,824,956	9,074,656	9,346,005	9,727,271	10,072,098

THE CORPORATION OF THE CITY OF DUNCAN
SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2092, 2010
FIVE YEAR FINANCIAL PLAN (2010-2014)
OPERATING EXPENDITURE PLAN

SUMMARY OF EXPENDITURES
SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2092, 2010

	2009 Preliminary	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
GENERAL GOVERNMENT SERVICES						
Legislative	97,853	98,150	98,498	98,853	99,396	99,955
Administrative	865,186	1,148,369	1,031,483	1,026,702	1,057,248	1,088,552
Other General Government Services	249,318	191,818	200,654	249,567	205,554	211,719
Administration Charges	(319,790)	(348,610)	(355,582)	(362,693)	(373,574)	(384,781)
	892,567	1,089,727	975,053	1,012,429	988,624	1,015,445
PROTECTIVE SERVICES						
Police Costs	764,485	1,036,367	1,047,741	1,068,696	1,100,757	1,133,780
Fire Protection	312,135	312,250	318,495	324,867	334,611	344,649
Emergency Measures	1,210	900	918	936	964	993
Building Inspections	101,184	112,450	114,699	116,992	120,502	124,117
Animal & Pest Control	16,200	16,200	16,524	16,854	17,360	17,881
Day and Evening Patrols	23,998	31,000	31,620	32,252	33,219	34,215
	1,219,212	1,509,167	1,529,997	1,560,597	1,607,413	1,655,635
TRANSPORTATION SERVICES						
Common Services	461,117	513,605	523,878	534,355	550,386	566,897
PW Admin Charges	(184,200)	(202,620)	(204,313)	(208,400)	(214,652)	(221,091)
Road Transport	419,224	486,771	467,629	476,983	491,292	506,030
Cost Recovery Projects	85,506	0	0	0	0	0
Street Lighting	67,481	69,600	70,992	72,411	74,583	76,821
Traffic Services	98,197	108,500	110,670	112,883	116,270	119,759
Parking	68,109	85,100	86,802	88,537	91,193	93,929
Public Transit	3,477	0	0	0	0	0
Equipment Operation & Maintenance	0	0	0	0	0	0
	1,018,911	1,060,956	1,055,658	1,076,769	1,109,072	1,142,345
ENVIRONMENTAL HEALTH SERVICES						
Comfort Station	18,384	18,135	18,498	18,868	19,434	20,017
Mosquito Control	3,569	0	0	0	0	0
Environmental Programs	14,858	113,358	88,500	20,400	21,012	21,642
Other programs	106	1,000	1,016	1,036	1,067	1,099
Garbage Disposal & Collection	187,270	228,500	189,966	193,764	199,576	205,565
	224,187	360,993	297,980	234,068	241,089	248,323
PLANNING AND STUDY PROJECTS	30,816	162,625	142,877	145,734	150,106	154,610
RECREATIONAL & CULTURAL SERVICES						
Joint Facilities	218,571	210,000	196,800	200,676	206,606	212,714
City Parks	312,491	390,908	373,226	380,691	392,110	403,874
Cultural Buildings	157,405	170,402	173,810	177,286	182,605	188,083
	688,467	771,310	743,836	758,653	781,321	804,671
FISCAL SERVICES						
Debt Charges - Interest	82,363	97,000	97,000	134,500	147,000	145,488
TRANSFERS TO OTHER GOVERNMENTS	1,082,210	1,115,233	1,158,442	1,213,114	1,270,270	1,330,034
TAXES COLLECTED FOR OTHER GOV'TS	2,163,555	2,149,439	2,235,415	2,347,186	2,464,545	2,587,772
OTHER FISCAL SERVICES	0	0	0	0	0	0
	7,402,288	8,316,450	8,236,258	8,483,050	8,759,440	9,084,323
EXCESS OF REVENUES OVER EXPEDITURE:	1,052,277	508,506	838,398	862,955	967,831	987,775
Transfer From GST Reserve for Debt Pmts	0	0	0	0	0	0
Transfer from Reserves	0	154,579	0	0	0	0
Prior years surplus	630,451	786,815	5,000	50,000	0	0
Contribution to General Capital Fund	(970,459)	(1,077,690)	(455,150)	(485,000)	(495,000)	(505,000)
Transfer to Reserves	(299,012)	(224,690)	(240,728)	(280,435)	(295,068)	(303,500)
Transfer Parcel Taxes - Sewer	(42,860)	(42,820)	(42,820)	(42,820)	(42,820)	(42,820)
Debt Repayment - Debentures	(128,324)	(104,700)	(104,700)	(104,700)	(134,943)	(136,455)
	(810,204)	(508,506)	(838,398)	(862,955)	(967,831)	(987,775)
Change in Financial Equity	242,073	0	0	0	0	0

THE CORPORATION OF THE CITY OF DUNCAN
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 FIVE YEAR FINANCIAL PLAN (2010-2014)
 OPERATING EXPENDITURE PLAN

	2008 Preliminary	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
TAXATION						
Real Property		3.9%	2.8%	3.8%	4.8%	3.3%
		% including Policing	11.5%	12.0%	4.3%	3.2%
General Purposes	2,633,761	2,737,481	2,812,762	2,919,647	3,059,790	3,159,539
Policing Levy	428,072	676,240	1,009,493	1,053,696	1,085,757	1,118,780
Regional District	927,210	955,233	993,442	1,043,114	1,095,270	1,150,034
General Utilities	102,819	106,813	112,154	117,762	123,650	129,833
Provincial Policing Levy	0	0	0	0	0	0
Special Assessment - BIA	155,000	160,000	165,000	170,000	175,000	180,000
Downtown Revite Levy	0	0	0	0	0	0
Frontage and Parcel Taxes	42,860	42,820	42,820	42,820	42,820	42,820
	<u>4,289,722</u>	<u>4,678,587</u>	<u>5,135,671</u>	<u>5,347,039</u>	<u>5,582,287</u>	<u>5,781,006</u>
GRANTS IN LIEU OF TAXES						
Provincial - BCBC	6,267	3,000	3,000	3,000	3,000	3,000
Federal - Post Office Building	9,818	8,300	8,300	8,300	8,300	8,300
	<u>16,085</u>	<u>11,300</u>	<u>11,300</u>	<u>11,300</u>	<u>11,300</u>	<u>11,300</u>
SALES OF SERVICE						
Garbage Collection Fees	163,668	163,100	170,676	174,382	180,054	185,898
Garbage Container Rent	0	0	0	0	0	0
Recycling - Curbside	14,685	14,700	14,700	14,700	14,700	14,700
Transit User Fees	0	0	0	0	0	0
Fire Protection - Cowichan Tribes	76,870	76,000	77,520	79,070	81,442	83,885
Fire Protection Agreement - E.H.	136,528	160,000	163,200	166,464	171,458	176,602
Fire Protection Other	9,567	0	0	0	0	0
Administration & Recoveries	20,474	10,000	10,000	10,000	10,000	10,000
Sports Field User Fees	15,061	14,000	14,000	14,000	14,000	14,000
Cowichan Tribes Roads Contrib	365	0				
Public Works Miscellaneous	14,461	13,000	13,000	13,000	13,000	13,000
	<u>451,679</u>	<u>450,800</u>	<u>463,096</u>	<u>471,616</u>	<u>484,654</u>	<u>498,085</u>
OTHER REVENUE OWN SOURCES						
Licences & Permits						
Business Licences	68,225	68,000	68,000	68,000	68,000	68,000
Delivery Vehicle	2,547	1,500	1,500	1,500	1,500	1,500
Building Permits	48,797	35,000	35,000	35,000	35,000	35,000
Plumbing Permits	3,015	2,000	2,000	2,000	2,000	2,000
Other Permits/Inspections	591	400	400	400	400	400
Dog Licences	5,223	5,000	5,000	5,000	5,000	5,000
	<u>128,398</u>	<u>111,900</u>	<u>111,900</u>	<u>111,900</u>	<u>111,900</u>	<u>111,900</u>
Fines - Parking	14,773	19,282	19,282	19,282	19,282	19,282

THE CORPORATION OF THE CITY OF DUNCAN
SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2092, 2010
FIVE YEAR FINANCIAL PLAN (2010-2014)
OPERATING EXPENDITURE PLAN

	2009 Preliminary	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
Rentals						
Buildings	6,875	7,000	7,000	7,000	7,000	7,000
Leased Land	46,338	58,000	59,160	60,343	62,153	64,018
Margaret Moss Lease	0	36,981	56,163	66,667	74,887	76,713
Farmers Market	0	0	0	0	0	0
Pay Parking	23,792	34,500	34,500	34,500	34,500	34,500
Permit Parking	14,812	22,500	22,500	22,500	22,500	22,500
Other Parking	426	400	400	400	400	400
Chamber of Commerce Office	22,500	22,500	22,500	22,500	22,500	22,500
	<u>114,743</u>	<u>181,881</u>	<u>202,223</u>	<u>213,910</u>	<u>223,940</u>	<u>227,631</u>
Return on Investments						
Term Deposit & Bank Interest	76,283	44,000	44,000	44,000	44,000	44,000
Penalties & Interest on Taxes						
Penalties on Taxes	32,325	28,000	28,000	28,000	28,000	28,000
Interest on Taxes	5,949	5,000	5,000	5,000	5,000	5,000
	<u>38,274</u>	<u>33,000</u>	<u>33,000</u>	<u>33,000</u>	<u>33,000</u>	<u>33,000</u>
Other						
Tourism Revenues - Totem book	0	200	200	200	200	200
Miscellaneous Revenue	12,808	11,200	11,200	11,200	11,200	11,200
Storm Drain Connections	0	0	0	0	0	0
Equipment Charges less operating	63,633	123,635	126,108	128,630	132,489	136,464
Contributions - City Square	2,600	0	0	0	0	0
Contributions - Graffiti	0	0	0	0	0	0
Contributions - Misc	2,300	0	0	0	0	0
Contributions - Public Art	10,000	0	0	0	0	0
Contributions - Centennial Park	29,440	0	0	0	0	0
	<u>120,781</u>	<u>135,035</u>	<u>137,508</u>	<u>140,030</u>	<u>143,889</u>	<u>147,864</u>
UNCONDITIONAL TRANSFERS FROM OTHER GOVERNMENTS						
Provincial - Revenue Sharing	534,000	534,000	534,000	534,000	534,000	534,000

THE CORPORATION OF THE CITY OF DUNCAN
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 FIVE YEAR FINANCIAL PLAN (2010-2014)
 OPERATING EXPENDITURE PLAN

	2009 Preliminary	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
CONDITIONAL TRANSFERS FROM OTHER GOVERNMENTS						
Provincial						
- Boundary Restructure	0	3,000	0	0	0	0
- Community Tourism	25,893	0	0	0	0	0
- Traffic Fine Revenue Sharing	24,496	6,150	15,000	15,000	15,000	15,000
- Crystal Meth	0	0	0	0	0	0
- Community Health Promotion	0	0	0	0	0	0
- Carbon Grant	1,189	0	0	0	0	0
- West Nile	3,710	0	0	0	0	0
- Age Friendly Planning Grant	2,450	7,550	0	0	0	0
- Provincial Olympic Torch Relay Funds	30,000	0	0	0	0	0
- Police Services Transition Funding	324,595	352,157	23,248	0	0	0
- PEP Flood Reimbursement	55,298	0	0	0	0	0
Federal						
- Federal Olympic Torch Relay Funds	15,000	0	0	0	0	0
- Gas Tax Funding	0	0	0	0	0	0
	482,631	368,857	38,248	15,000	15,000	15,000
CONDITIONAL TRANSFERS FROM OTHER GOVERNMENTS						
Regional						
District of North Cowichan - Transit	1,594	0	0	0	0	0
CVRD Olympic Torch Relay	14,000	0	0	0	0	0
Parks Contrib From NC	0	12,500	12,750	13,005	13,395	13,797
Planning Recoveries - Lake Cowichan	8,047	43,000	43,860	44,737	46,079	47,461
Envirmt Recov - Ladysmith & Hydro	0	51,375	52,403	0	0	0
Other Local Govts - TCH	0	0	0	0	0	0
	23,641	106,875	109,013	57,742	59,474	61,258
OTHER TRANSFERS						
Prior Years Surplus						
For Misc Capital	630,451	632,690	0	0	0	0
For OCP Planning	0	0	0	0	0	0
For Grant in Aid to Chesterfield	0	0	0	0	0	0
For Misc Operating	0	154,125	0	0	0	0
Prior Year's Surplus	630,451	786,815	0	0	0	0
Own Funds and reserve accounts						
Future Capital Expenditures						
- Totem Reserve	0	19,721	0	0	0	0
- Snow Reserve	0	0	0	0	0	0
- Parking Reserve	0	20,000	0	0	0	0
- Environment Reserve	0	14,858	0	0	0	0
- Uncollected Taxes Reserve - to Equipme	0	0	0	0	0	0
- Use of Reserves for Margaret Moss	0	100,000	0	0	0	0
- Stage Roof	0	0	0	0	0	0
	0	154,579	0	0	0	0
COLLECTIONS FOR OTHER GOVERNMENTS						
School Taxes	1,956,332	1,903,609	1,979,753	2,078,741	2,182,678	2,291,812
C.V. Regional Hospital District	150,548	187,335	194,828	204,569	214,797	225,537
Municipal Finance Authority	155	158	164	172	181	190
B.C. Assessment Authority	56,520	58,337	60,670	63,704	66,889	70,233
	2,163,555	2,149,439	2,235,415	2,347,186	2,464,545	2,587,772

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2092, 2010
 FIVE YEAR FINANCIAL PLAN (2010-2014)
 OPERATING EXPENDITURE PLAN

	2009 Preliminary	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
GENERAL GOVERNMENT SERVICES						
Legislative						
Council Indemnities	80,237	80,750	80,750	80,750	80,750	80,750
Legislative Conferences & Travel	17,616	17,400	17,748	18,103	18,646	19,205
	<u>97,853</u>	<u>98,150</u>	<u>98,498</u>	<u>98,853</u>	<u>99,396</u>	<u>99,955</u>
Administrative						
City Hall Salaries & Benefits	564,229	643,800	656,892	670,129	689,977	710,263
Sick & Severance Accrual Increase	40,181	40,000	40,800	41,616	42,864	44,150
Conferences and Travel	9,625	21,537	18,000	18,360	18,911	19,478
Meeting Expenses & Annual Functions	7,741	9,500	9,690	9,884	10,181	10,486
Memberships	6,723	7,500	7,650	7,803	8,037	8,278
Computer Services	41,398	38,000	38,760	39,535	40,721	41,943
Legal	10,779	14,000	14,280	14,566	15,003	15,453
Training and Recognition	5,135	7,500	7,650	7,803	8,037	8,278
Accounting & Audit	24,000	20,000	20,400	20,808	21,432	22,075
Consulting	0	2,951	3,010	3,070	3,162	3,257
Human Resources Services	11,646	10,000	10,200	10,404	10,716	11,037
Other General Services	5,839	50,000	10,000	10,200	10,506	10,821
Common Services						
City Hall Maintenance & Operation	75,306	78,900	80,478	82,088	84,551	87,088
Operations & Maint. (Leased Bldgs.)	3,890	4,500	4,590	4,682	4,822	4,967
Margaret Moss	0	136,981	44,619	20,000	20,600	21,218
Other Common Services						
Telephone & Postage	22,654	22,200	22,644	23,097	23,790	24,504
Advertising	6,027	8,000	8,160	8,323	8,573	8,830
Printing & Stationery	19,903	22,800	23,256	23,721	24,433	25,166
Equipment Maintenance & Replacement	749	1,000	1,020	1,040	1,071	1,103
Equipment Leases & Service Contracts	3,425	3,800	3,876	3,954	4,073	4,195
Sundry	5,128	4,000	4,080	4,162	4,287	4,416
Bank Charges	808	1,400	1,428	1,457	1,501	1,546
	<u>865,186</u>	<u>1,148,369</u>	<u>1,031,483</u>	<u>1,026,702</u>	<u>1,057,248</u>	<u>1,088,552</u>
Other						
Election Expenses	0	5,000	5,100	5,202	5,358	5,519
Insurance	56,782	59,500	60,690	61,904	63,761	65,674
Grants to Organizations	22,200	24,618	25,110	25,612	26,380	27,171
Sr. Citizen Sewer & Water Rebates	1,811	2,500	2,550	2,601	2,679	2,759
Tourism Grants To Organizations	52,900	54,500	55,590	56,702	58,403	60,155
Tourism Committee	0	20,000	20,400	20,808	21,432	22,075
Tourism and public relations	6,646	10,700	10,914	11,132	11,466	11,810
Totem Tours Contribution	9,000	9,000	9,180	9,364	9,645	9,934
Event Promotion	69,358	0	0	0	0	0
City Centennial	0	0	5,000	50,000	0	0
Tourism Grant Spending	26,000	0	0	0	0	0
Communications (training and consulting)	689	3,000	3,060	3,121	3,215	3,311
Rememberance Day Expenses	3,932	3,000	3,060	3,121	3,215	3,311
Retirement Allowance & Payouts	0	0	0	0	0	0
	<u>249,318</u>	<u>191,818</u>	<u>200,654</u>	<u>249,567</u>	<u>205,554</u>	<u>211,719</u>
Administration Distributions - Fire	(13,990)	(13,990)	(14,270)	(14,555)	(14,992)	(15,442)
Administration Distributions - Water	(200,500)	(220,550)	(224,961)	(229,460)	(236,344)	(243,434)
Administration Distributions - Sewer	(105,300)	(114,070)	(116,351)	(118,678)	(122,238)	(125,905)
	<u>(319,790)</u>	<u>(348,610)</u>	<u>(355,582)</u>	<u>(362,693)</u>	<u>(373,574)</u>	<u>(384,781)</u>
	<u>874,951</u>	<u>1,072,327</u>	<u>957,305</u>	<u>994,326</u>	<u>969,978</u>	<u>996,240</u>

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	2009 Preliminary	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
PROTECTIVE SERVICES						
Police Costs	764,485	1,036,367	1,047,741	1,068,696	1,100,757	1,133,780
Fire Department						
Salaries - Chief & Officers	15,927	17,400	17,748	18,103	18,646	19,205
Call Pay - Volunteers	101,514	99,000	100,980	103,000	106,090	109,273
Call Pay - Volunteers E.H.	25,471	21,000	21,420	21,848	22,503	23,178
Grant to Department	0	0	0	0	0	0
Fire Hall Operation & Maintenance	23,542	32,300	32,946	33,605	34,613	35,651
Fire Alarm System	9,488	9,900	10,098	10,300	10,609	10,927
Training & Conferences	17,618	20,000	20,400	20,808	21,432	22,075
Firemen's Insurance	8,659	9,000	9,180	9,364	9,645	9,934
Fire Investigation & Prevention	12,328	11,500	11,730	11,965	12,324	12,694
Hydrant Rental	9,624	9,000	9,180	9,364	9,645	9,934
Clothing	5,720	5,000	5,100	5,202	5,358	5,519
Firefighting Equipment & Maintenance	6,819	11,000	11,220	11,444	11,787	12,141
Fire Dept Other	23,192	19,000	19,380	19,768	20,361	20,972
Administration Charge - Fire	13,990	13,990	14,270	14,555	14,992	15,442
PW Storage Shed Hydro	148	400	408	416	428	441
	<u>274,040</u>	<u>278,490</u>	<u>284,060</u>	<u>289,742</u>	<u>298,433</u>	<u>307,386</u>
Fire Vehicle Operation & Maintenance						
1-00 Ladder Truck	9,753	10,000	10,200	10,404	10,716	11,037
2-82 Ladder Truck	926	0	0	0	0	0
3- 2000 Chev Crew Cab	3,282	2,500	2,550	2,601	2,679	2,759
3-67 Mercury Pumper	0	0	0	0	0	0
4-2002 Lafrance Pumper	6,585	4,200	4,284	4,370	4,501	4,636
5-75 Ford Pumper	0	0	0	0	0	0
5-2005 Lafrance Pumper	6,363	4,500	4,590	4,682	4,822	4,967
6-71 Ford Tank Truck	3,337	3,260	3,325	3,392	3,494	3,599
7-90 Ford Command Unit	3,747	3,300	3,366	3,433	3,536	3,642
8-82 Pumper	1,538	2,000	2,040	2,081	2,143	2,207
9-87 Rescue Truck	2,564	4,000	4,080	4,162	4,287	4,416
	<u>38,095</u>	<u>33,760</u>	<u>34,435</u>	<u>35,125</u>	<u>36,178</u>	<u>37,263</u>
Total Fire Department	<u>312,135</u>	<u>312,250</u>	<u>318,495</u>	<u>324,867</u>	<u>334,611</u>	<u>344,649</u>

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	2009 Preliminary	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
Emergency Measures						
Flood Control	1,210	900	918	936	964	993
	<u>1,210</u>	<u>900</u>	<u>918</u>	<u>936</u>	<u>964</u>	<u>993</u>
Building Inspection						
Bldg Insp - Salaries & Benefits	93,310	100,500	102,510	104,560	107,697	110,928
Bldg Insp - Transportation - Truck	5,862	6,100	6,222	6,346	6,536	6,732
Bldg Insp - Other	2,012	5,850	5,967	6,086	6,269	6,457
	<u>101,184</u>	<u>112,450</u>	<u>114,699</u>	<u>116,992</u>	<u>120,502</u>	<u>124,117</u>
Animal Control						
Animal Control Contract	16,200	16,200	16,524	16,854	17,360	17,881
Other Animal Control	0	0	0	0	0	0
	<u>16,200</u>	<u>16,200</u>	<u>16,524</u>	<u>16,854</u>	<u>17,360</u>	<u>17,881</u>
Other Protection						
Security Camera Operating	3,172	1,000	1,020	1,040	1,071	1,103
Commissionaires - Day Patrols	9,970	15,000	15,300	15,606	16,074	16,556
Commissionaires - Evening Patrols	10,856	15,000	15,300	15,606	16,074	16,556
	<u>23,998</u>	<u>31,000</u>	<u>31,620</u>	<u>32,252</u>	<u>33,219</u>	<u>34,215</u>
Transit						
Public Transit - Paratransit	3,477	0	0	0	0	0

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	2009 Preliminary	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
TRANSPORTATION SERVICES						
Common Services						
Administration Salaries & Benefits	272,114	291,000	296,820	302,756	311,839	321,194
Wages - Engineering	62,330	79,000	80,580	82,192	84,658	87,198
Engineering Services	7,693	8,000	8,160	8,323	8,573	8,830
Other - Common Services	46,195	53,900	54,978	56,078	57,760	59,493
Safety Committee and Officer	9,719	15,500	15,810	16,126	16,610	17,108
Other Safety Supplies	716	3,000	3,060	3,121	3,215	3,311
Workshop & Yards	56,783	56,975	58,115	59,277	61,055	62,887
Small Tools & Equipment	5,567	6,230	6,355	6,482	6,676	6,876
	461,117	513,605	523,878	534,355	550,386	566,897
PW Admin Distributions - Water	(133,300)	(146,630)	(146,686)	(149,620)	(154,109)	(158,732)
PW Admin Distributions - Sewer	(50,900)	(55,990)	(57,627)	(58,780)	(60,543)	(62,359)
	(184,200)	(202,620)	(204,313)	(208,400)	(214,652)	(221,091)
	276,917	310,985	319,565	325,955	335,734	345,806
Roads						
Street Maintenance	31,509	44,300	45,186	46,090	47,473	48,897
Crack Sealing	38,378	40,000	40,800	41,616	42,864	44,150
Sidewalk Maintenance	65,027	72,000	73,440	74,909	77,156	79,471
Storm Sewers	45,032	44,700	45,594	46,506	47,901	49,338
Street Sweeping	70,734	73,050	74,511	76,001	78,281	80,629
Boulevards	78,951	79,200	80,784	82,400	84,872	87,418
Totems	3,379	52,821	25,000	25,500	26,265	27,053
Snow Removal	85,523	74,200	75,684	77,198	79,514	81,899
Weed Control	691	5,200	5,304	5,410	5,572	5,739
Highway Median Maint	0	1,300	1,326	1,353	1,394	1,436
	419,224	486,771	467,629	476,983	491,292	506,030
Cost Recovery Projects						
ICBC Claim - Traffic Light Damage	0	0	0	0	0	0
Other Jobs Charged out	3,474	0	0	0	0	0
Cowichan River Flooding	82,032	0	0	0	0	0
	85,506	0	0	0	0	0
Street Lighting						
Street Lights	62,056	63,700	64,974	66,273	68,261	70,309
Decorative Lights	5,425	5,900	6,018	6,138	6,322	6,512
	67,481	69,600	70,992	72,411	74,583	76,821
Traffic Services						
Road Marking	47,196	51,000	52,020	53,060	54,652	56,292
Street Signs	25,179	25,500	26,010	26,530	27,326	28,146
Traffic Signals	25,822	32,000	32,640	33,293	34,292	35,321
	98,197	108,500	110,670	112,883	116,270	119,759
Parking						
Commissionaires	48,728	51,000	52,020	53,060	54,652	56,292
Other - Parking Exp	4,800	10,400	10,608	10,820	11,145	11,479
Parking Lot Lease	6,951	6,000	6,120	6,242	6,429	6,622
	60,479	67,400	68,748	70,122	72,226	74,393
Other Bylaw Enforcement	0	1,000	1,020	1,040	1,071	1,103
Parking Lot Maintenance	7,630	16,700	17,034	17,375	17,896	18,433
	68,109	85,100	86,802	88,537	91,193	93,929

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Municipal Equipment Charges						
01 '90/05 Dump Truck	9,206	8,500	8,670	8,843	9,108	9,381
02 98 Ingersoll Compressor	1,064	1,560	1,591	1,623	1,672	1,722
03 2004 GMC Service Body	9,578	8,700	8,874	9,051	9,323	9,603
04 1 Ton Chev	0	0	0	0	0	0
05 2000 GMC Dump	23,874	10,950	11,169	11,392	11,734	12,086
06 2000 Altec Lift Truck	3,724	3,650	3,723	3,797	3,911	4,028
07 98 case 580L Backhoe	8,172	8,650	8,823	8,999	9,269	9,547
08 1995 Sierra P/U	0	0	0	0	0	0
09 98 John Deere 425	4,592	2,950	3,009	3,069	3,161	3,256
10 92 GMC Tank Truck	7,921	5,250	5,355	5,462	5,626	5,795
11 97 Int 1 Man Garbage Truck	19,683	18,300	18,666	19,039	19,610	20,198
12 Paint Sprayer	250	400	408	416	428	441
13 89 Eradicator	0	0	0	0	0	0
14 91 Int. Garbage	0	0	0	0	0	0
15 76 Turf Cutter	0	500	510	520	536	552
16 VA-25S Sidewalk Grinder	37	500	510	520	536	552
17 85 Sand Spreader	6,957	4,000	4,080	4,162	4,287	4,416
18 Chain Saws/ Trimmers	127	550	561	572	589	607
19 91 Ford Van	0	0	0	0	0	0
20 99 Ford F250	5,406	4,950	5,049	5,150	5,305	5,464
21 Mowers/Leaf Blowers	2,998	2,320	2,366	2,413	2,485	2,560
22 2004 F350 Dump	6,796	6,300	6,426	6,555	6,752	6,955
23 95GMC Sierra 2500	0	0	0	0	0	0
24 Weedeater/Hedge Trimmers	1,398	1,200	1,224	1,248	1,285	1,324
25 Tampers & Jumping Jack	1,153	1,250	1,275	1,301	1,340	1,380
26 2002 Sewer Rodder	3,469	3,030	3,091	3,153	3,248	3,345
27 89 Case Backhoe	0	0	0	0	0	0
28 Trash Pumps	179	0	0	0	0	0
29 97 John Deere Tractor	3,350	2,800	2,856	2,913	3,000	3,090
30 Edger	203	0	0	0	0	0
31 2000 Ford Van	14,777	5,250	5,355	5,462	5,626	5,795
32 2000 14' Sander	7,388	3,000	3,060	3,121	3,215	3,311
33 2002 Dodge Dakota	8,979	6,200	6,324	6,450	6,644	6,843
34 1999 Ranger X-cab	3,706	3,775	3,851	3,928	4,046	4,167
35 2000 Parks Trailer	286	180	184	188	194	200
36 Case Loader	13,322	11,800	12,036	12,277	12,645	13,024
38 Honda Generator	69	0	0	0	0	0
39 88 GMC Pickup	24	0	0	0	0	0
40 Stihl Cutoff Saw	2,657	1,750	1,785	1,821	1,876	1,932
41 93 Int'l Garbage	35	0	0	0	0	0
42 2004 Husqvarna Mower	1,708	1,400	1,428	1,457	1,501	1,546
44 1994 Elgin Sweeper	44,857	44,900	45,798	46,714	48,115	49,558
45 88 Pressure washer	701	730	745	760	783	806
46 '95 Vandura/ '04 Grumman	12,329	9,650	9,843	10,040	10,341	10,651
47 2001 Parks Trailer	151	120	122	124	128	132
48 89 Cement Mixer	39	740	755	770	793	817
49 1994 Parks Trailer	131	410	418	426	439	452
50 1995 Sonoma P/U	0	0	0	0	0	0
51 2004 Parks Trailer	368	410	418	426	439	452
52 05 Dakota	2,101	2,860	2,917	2,975	3,064	3,156
54 99 Ford F250	5,860	6,050	6,171	6,294	6,483	6,677
55 2005 GMC P/U	5,572	5,800	5,916	6,034	6,215	6,401
56 2006 New Holland Backhoe	17,792	16,200	16,524	16,854	17,360	17,881
57 2007 Steam cleaner	415	370	377	385	397	409
58 2007 Civic Hybrid	4,673	6,050	6,171	6,294	6,483	6,677
59 2008 Chevy Silverado PU	7,301	5,400	5,508	5,618	5,787	5,961
60 2008 GMC Dump Box	4,362	6,100	6,222	6,346	6,536	6,732
61 2008 Utility Trailer	299	670	683	697	718	740
62 2008 Honda Road Saw	1,019	750	765	780	803	827
63 2009 Snowblower	0	550	561	572	589	607
E3 Fleet Costs	0	10,000	5,000	5,100	5,253	5,411
Undistributed Charges	13,020	5,000	5,100	5,202	5,358	5,519
Transfer Equipment Surplus	63,633	123,635	126,108	128,630	132,489	136,464
	357,711	376,060	378,381	385,943	397,525	409,450
Equipment Charges	(357,711)	(376,060)	(378,381)	(385,943)	(397,525)	(409,450)
Net Cost of equipment	0	0	0	0	0	0

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ENVIRONMENTAL HEALTH SERVICES						
Comfort Stations	18,384	18,135	18,498	18,868	19,434	20,017
Mosquito Control	3,569	0	0	0	0	0
Environmental Programs						
Energy Manager	0	68,500	68,500	0	0	0
Environmental Programs	14,858	44,858	20,000	20,400	21,012	21,642
Total Environmental Programs	14,858	113,358	88,500	20,400	21,012	21,642
Other Programs						
Committee on Disability Issues	0	800	816	832	857	883
Cowichan Family Life Bus	106	200	200	204	210	216
Community Kitchens - Field to Table	0	0	0	0	0	0
Total other programs	106	1,000	1,016	1,036	1,067	1,099
Residential Garbage Collection						
Wages & Benefits - R	49,785	51,000	52,020	53,060	54,652	56,292
Municipal Equipment - R	29,852	30,500	31,110	31,732	32,684	33,665
Cardboard Bins	1,200	1,200	0	0	0	0
Garbage Tipping Fees	66,658	65,500	66,810	68,146	70,190	72,296
Recycling	35,196	30,800	31,416	32,044	33,005	33,995
Organics Startup	0	44,000	3,000	3,060	3,152	3,247
Other Collection - Litter	4,200	4,500	4,590	4,682	4,822	4,967
Miscellaneous Garbage Costs	379	1,000	1,020	1,040	1,071	1,103
	187,270	228,500	189,966	193,764	199,576	205,565
PLANNING AND STUDY PROJECTS						
Planning Salaries and Benefits	12,304	126,000	128,520	131,090	135,023	139,074
Planning & Zoning expenses	16,062	9,075	9,257	9,442	9,725	10,017
Design Guidelines	0	0	0	0	0	0
Downtown Revite	0	0	0	0	0	0
Restructure	0	15,000	0	0	0	0
TCH Study	0	0	0	0	0	0
Exhibition Lands	0	0	0	0	0	0
OCP	0	0	0	0	0	0
Heritage	0	5,000	5,100	5,202	5,358	5,519
Crystal Meth Project	0	0	0	0	0	0
Age Friendly Project	2,450	7,550	0	0	0	0
Net Cost Green Streets (Grant 20k, Tribes)	0	0	0	0	0	0
	30,816	162,625	142,877	145,734	150,106	154,610

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	2009 Preliminary	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
RECREATION & CULTURAL SERVICES						
Joint Recreation Facilities						
Joint Aquannis	3,627	0	0	0	0	0
Joint Cowichan Aquatic Centre	182,944	185,000	188,700	192,474	198,248	204,195
Joint Parks	29,000	22,000	5,100	5,202	5,358	5,519
Sportsplex Public Use	3,000	3,000	3,000	3,000	3,000	3,000
	<u>218,571</u>	<u>210,000</u>	<u>196,800</u>	<u>200,676</u>	<u>206,606</u>	<u>212,714</u>
City Parks & Facilities						
Centennial Heights Park	11,906	11,800	12,036	12,277	12,645	13,024
Station St Park	2,785	3,160	3,223	3,287	3,386	3,488
Charles Hoey Park	36,673	38,800	39,576	40,368	41,579	42,826
Rotary Park	44,019	52,000	53,040	54,101	55,724	57,396
McAdam Park	51,701	74,985	61,185	62,409	64,281	66,209
Centennial Park	19,242	40,500	41,310	42,136	43,400	44,702
City Square	19,416	22,300	22,746	23,201	23,897	24,614
Farmers Market Exp	1,266	2,600	2,652	2,705	2,786	2,870
Downtown Area	102,348	112,200	104,244	106,329	109,519	112,805
Composting Operation	759	750	765	780	803	827
China Gardens	1,890	3,263	3,328	3,395	3,497	3,602
Parks Other	146	350	357	364	375	386
Parks Training	195	3,600	3,672	3,745	3,857	3,973
Graffiti Removal	11,639	13,500	13,770	14,045	14,466	14,900
Pole Banners	5,902	7,000	7,140	7,283	7,501	7,726
Highway Banners	2,604	4,100	4,182	4,266	4,394	4,526
	<u>312,491</u>	<u>390,908</u>	<u>373,226</u>	<u>380,691</u>	<u>392,110</u>	<u>403,874</u>
Cultural Buildings & Facilities						
Library	154,344	159,252	162,437	165,686	170,657	175,777
VSO Centre	3,061	3,650	3,723	3,797	3,911	4,028
Museum Operating Grant	0	7,500	7,650	7,803	8,037	8,278
	<u>157,405</u>	<u>170,402</u>	<u>173,810</u>	<u>177,286</u>	<u>182,605</u>	<u>188,083</u>

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FISCAL SERVICES						
Interest						
Current Exp. Loans	0	0	0	0	0	0
Interest on Prepaid Taxes	237	4,000	4,000	4,000	4,000	4,000
	<u>237</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>
Debt Interest						
Fire Truck - STC	0	0	0	0	0	0
Washrooms - STC	0	0	0	0	0	0
City Hall Square - STC	0	0	0	0	0	0
Traffic improvements - DD	0	0		37,500	50,000	48,488
General Debenture - DD	0	0	0	0	0	0
Storm Sewers - DD	0	0	0	0	0	0
Fire Hall - DD	0	0	0	0	0	0
Fire Trucks - DD	21,337	17,300	17,300	17,300	17,300	17,300
2004 Fire Truck - DD	8,131	9,200	9,200	9,200	9,200	9,200
Pool Debt	52,658	66,500	66,500	66,500	66,500	66,500
Downtown Revitalization - DD	0	0	0	0	0	0
	<u>82,363</u>	<u>97,000</u>	<u>97,000</u>	<u>134,500</u>	<u>147,000</u>	<u>145,488</u>
Principal						
Short Term Capital Borrowing	0	0	0	0	0	0
Washrooms - P	0	0	0	0	0	0
City Hall Square - P	0	0	0	0	0	0
Traffic improvements - P	0	0	0		30,243	31,755
General Debenture	0	0	0	0	0	0
Storm Sewers - P	0	0	0	0	0	0
Fire Hall - P	0	0	0	0	0	0
2004 Fire Truck	0	0	0	0	0	0
Washrooms - P	0	0	0	0	0	0
2005 Fire Trucks	30,654	29,700	29,700	29,700	29,700	29,700
Fire Truck - P	11,529	22,700	22,700	22,700	22,700	22,700
Pool Debt - P	86,141	52,300	52,300	52,300	52,300	52,300
Downtown Revitalization - P	0	0	0	0	0	0
	<u>128,324</u>	<u>104,700</u>	<u>104,700</u>	<u>104,700</u>	<u>134,943</u>	<u>136,455</u>
Transfer to Own Reserves & Allowances						
Machinery & Equip Repl Res Fund	138,290	138,290	141,056	143,877	148,193	152,639
Additional TSF to Equipment Reserve	0	0	0	0	0	0
Fire Dept Equip Reserve Fund	95,967	86,400	88,128	89,891	92,588	95,366
Totem Reserve Fund	19,720	0	0	0	0	0
Tsf to Snow Removal Reserve	20,177	0	0	0	0	0
Tsf to Environment Reserve	14,858	0	0	0	0	0
Christmas Decorations Reserve	0	0	0	0	0	0
Parking Reserve Fund	0	0	0	0	0	0
New Works Reserve Fund	0	0	0	0	0	0
Additional GST Reserve Fund	0	0	0	0	0	0
Repay/ Accum reserves for Marg Moss	0	0	11,544	46,667	54,287	55,495
Reserve Acct. - Future Exp Stage roof	0	0	0	0	0	0
Tsf to Public Art Reserve	10,000	0	0	0	0	0
Retirement Reserve Acct	0	0	0	0	0	0
Res. Acct - Future Expend. Gov't	0	0	0	0	0	0
	<u>299,012</u>	<u>224,690</u>	<u>240,728</u>	<u>280,435</u>	<u>295,068</u>	<u>303,500</u>
CONTRIBUTION TO GENERAL CAPITAL FUND						
Paid by Prior Years' Srpls & Rsrves	630,451	632,690	0	0	0	0
Paid by General Taxation	340,008	445,000	455,150	485,000	495,000	505,000
	<u>970,459</u>	<u>1,077,690</u>	<u>455,150</u>	<u>485,000</u>	<u>495,000</u>	<u>505,000</u>
Total CONTRIB. to CAPITAL FUND						

THE CORPORATION OF THE CITY OF DUNCAN
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 OPERATING EXPENDITURE PLAN

	2009 Preliminary	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
TRANSFER TO UTILITY OPERATING FUNDS						
Sewer Parcel Tax	42,860	42,820	42,820	42,820	42,820	42,820
TRANSFER TO OTHER GOVERNMENTS						
Business Improvement Areas	155,000	160,000	165,000	170,000	175,000	180,000
Cowichan Valley Regional District	927,210	955,233	993,442	1,043,114	1,095,270	1,150,034
	<u>1,082,210</u>	<u>1,115,233</u>	<u>1,158,442</u>	<u>1,213,114</u>	<u>1,270,270</u>	<u>1,330,034</u>
COLLECTIONS FOR OTHER GOV'TS.						
School Taxes	1,956,332	1,903,609	1,979,753	2,078,741	2,182,678	2,291,812
C.V. Regional Hospital District	150,548	187,335	194,828	204,569	214,797	225,537
Municipal Finance Authority	155	158	164	172	181	190
B.C. Assessment Authority	56,520	58,337	60,670	63,704	66,889	70,233
	<u>2,163,555</u>	<u>2,149,439</u>	<u>2,235,415</u>	<u>2,347,186</u>	<u>2,464,545</u>	<u>2,587,772</u>
OTHER FISCAL SERVICES						
Council Contingency	0	0	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

THE CORPORATION OF THE CITY OF DUNCAN
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FIVE YEAR FINANCIAL PLAN (2010-2014)
OPERATING EXPENDITURE PLAN

	2009 Preliminary	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
SEWER ENTERPRISE - REVENUES						
Sales of Service			9.0%	9.0%	9.0%	9.0%
Sewer User Fees	514,561	526,474	573,857	625,504	681,799	743,161
User Fees - Reserve	19,218	20,534	22,382	24,396	26,592	28,985
User Fees - NC	5,391	5,823	6,347	6,918	7,541	8,220
Metered Sewer Fees	119,307	127,200	138,648	151,126	164,727	179,552
Cost sharing N. Cowichan	20,015	15,000	16,350	17,822	19,426	21,174
Sewer Custom	0	0	0	0	0	0
	678,492	695,031	757,584	825,766	900,085	981,092
Other Revenue From Own Sources						
Return on Investments	13,897	14,000	14,000	14,000	14,000	14,000
Transfer from General - Parcel Tax	42,860	42,820	42,820	42,820	42,820	42,820
	735,249	751,851	814,404	882,586	956,905	1,037,912
SEWER ENTERPRISE - EXPENDITURES						
Administration						
Toilet Rebate - Sewer	4,030	5,000	5,100	5,202	5,358	5,519
Sewer Grants	0	3,000	3,000	3,000	3,000	3,000
Sewer Engineering & Planning	0	14,000	14,280	14,566	15,003	15,453
Insurance Alloc	374	500	510	520	536	552
Sewer Training	0	3,000	3,060	3,121	3,215	3,311
Other Sewer Admin	0	4,500	4,590	4,682	4,822	4,967
Write down of Sewer Connections	0	0	0	0	0	0
Administration Charges - Sewer	105,300	114,380	116,668	119,001	122,571	126,248
PW Administration Charge - Sewer	50,900	55,990	57,110	58,252	60,000	61,800
	160,604	200,370	204,318	208,344	214,505	220,850
Transmission & Distribution						
System Maintenance	72,500	72,688	74,142	75,625	77,894	80,231
Infiltration Investigation	58	10,000	10,200	10,404	10,716	11,037
Marchmont Street Station	30,923	32,591	33,243	33,908	34,925	35,973
Pumping - Lift Stations	20,944	27,000	27,540	28,091	28,934	29,802
	124,425	142,279	145,125	148,028	152,469	157,043
Treatment Disposal						
Contribution to Jt. Utilities Board	262,362	250,000	255,000	260,100	267,903	275,940
Debt Charges						
Sewer Debt Interest	15,251	23,100	23,100	23,100	23,100	23,100
	562,642	615,749	627,543	639,572	657,977	676,933
Total Expenditures						
EXCESS OF REVENUES OVER EXPEND	172,607	136,102	186,861	243,014	298,928	360,979
TSF from Prior Years Surplus	0	477,800	12,841	35,688	0	0
Prior Years' Surplus Appropriated	0	0	0	0	0	0
Prior Years' Surplus For Capital Fund	0	(477,800)	(12,841)	(35,688)	0	0
Cont. to Sewer Capital Fund	0	(123,400)	(174,159)	(230,312)	(286,226)	(348,277)
Debt Repayment Debentures	(22,659)	(12,702)	(12,702)	(12,702)	(12,702)	(12,702)
	(22,659)	(136,102)	(186,861)	(243,014)	(298,928)	(360,979)
	149,948	0	0	0	0	0

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	2009 Preliminary	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
WATER UTILITY - REVENUES						
Sale of Water			7.6%	7.0%	4.0%	4.0%
City Flat Rate	398,909	423,089	455,244	487,111	506,595	526,859
City Metered	101,655	97,779	105,210	112,575	117,078	121,761
Cowichan Tribes Flat Rate	16,617	17,922	19,284	20,634	21,459	22,317
Cowichan Tribes Metered	104,605	98,571	106,062	113,486	118,025	122,746
North Cowichan I Flat Rate	238,870	260,368	280,156	299,767	311,758	324,228
North Cowichan I Metered	35,498	33,711	36,273	38,812	40,364	41,979
North Cowichan II Flat Rate	219,779	239,559	257,765	275,809	286,841	298,315
North Cowichan II Metered	66,541	51,177	55,066	58,921	61,278	63,729
Eagle Heights Flat Rate	108,941	118,746	127,771	136,715	142,184	147,871
Eagle Heights Metered	73,044	68,798	74,027	79,209	82,377	85,672
	<u>1,364,459</u>	<u>1,409,720</u>	<u>1,516,858</u>	<u>1,623,039</u>	<u>1,687,959</u>	<u>1,755,477</u>
Other Services						
Water Custom	4,485	1,000	1,000	1,000	1,000	1,000
Water On/Off	328	100	100	100	100	100
Water Connection Fees	0	0	0	0	0	0
	<u>4,813</u>	<u>1,100</u>	<u>1,100</u>	<u>1,100</u>	<u>1,100</u>	<u>1,100</u>
Other Revenue from Own Sources						
Penalties	21,706	19,000	19,000	19,000	19,000	19,000
Water Studies	5,502	0	0	0	0	0
Interest on Investment	36,326	25,000	25,000	25,000	25,000	25,000
	<u>63,534</u>	<u>44,000</u>	<u>44,000</u>	<u>44,000</u>	<u>44,000</u>	<u>44,000</u>
	<u>1,432,806</u>	<u>1,454,820</u>	<u>1,561,958</u>	<u>1,668,139</u>	<u>1,733,059</u>	<u>1,800,577</u>

THE CORPORATION OF THE CITY OF DUNCAN
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FIVE YEAR FINANCIAL PLAN (2010-2014)
OPERATING EXPENDITURE PLAN

	2009 Preliminary	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
WATER UTILITY - EXPENDITURES						
Administration						
Salaries & Benefits -W	4,464	6,000	6,120	6,242	6,429	6,622
Toilet Rebate - Water	4,030	5,000	5,100	5,202	5,358	5,519
Water Grants	7,348	15,700	15,700	15,700	15,700	15,700
Water Engineering & Planning	8,084	21,000	21,420	21,848	22,503	23,178
Insurance Allocation	5,406	5,000	5,100	5,202	5,358	5,519
Training and Courses	3,974	5,000	5,100	5,202	5,358	5,519
Other Water Admin	5,699	3,500	3,570	3,641	3,750	3,863
Write down of Water Connections	0	0	0	0	0	0
Legal - Water	822	3,500	3,570	3,641	3,750	3,863
Administration Charges - Water	200,480	220,550	224,961	229,460	236,344	243,434
PW Administration Charge - Water	133,300	146,630	149,563	152,554	157,131	161,845
	<u>373,607</u>	<u>431,880</u>	<u>440,204</u>	<u>448,692</u>	<u>461,681</u>	<u>475,062</u>
Transmission & Distribution						
Taxes	2,139	0	0	0	0	0
City System Maintenance	118,371	155,600	158,712	161,886	166,743	171,745
North Cowichan System Maintenance	153,730	156,500	159,630	162,823	167,708	172,739
Eagle Heights Maintenance	39,751	70,550	71,961	73,400	75,602	77,870
Cowichan Tribes Maintenance	13,105	36,400	37,128	37,871	39,007	40,177
Metering - High Use Services	1,114	2,600	2,652	2,705	2,786	2,870
Meter Reading	5,944	15,000	0	0	0	0
	<u>334,154</u>	<u>436,650</u>	<u>430,083</u>	<u>438,685</u>	<u>451,846</u>	<u>465,401</u>
Pumping						
Pumphouse No. 1	76	0	0	0	0	0
Pumphouse No. 2	76,074	93,164	95,027	96,928	99,836	102,831
Pumphouse No. 3	9,413	15,325	15,632	15,945	16,423	16,916
Pumphouse No. 4	74,444	65,000	66,300	67,626	69,655	71,745
Pumphouse No. 5	7,951	11,025	11,246	11,471	11,815	12,169
Eagle Heights Pumphouse	16,558	19,025	19,406	19,794	20,388	21,000
Gibbins Road Pump & Reservoir	20,796	30,250	30,855	31,472	32,416	33,388
Graffiti Removal Water Buildings	2,817	2,000	2,040	2,081	2,143	2,207
	<u>208,129</u>	<u>235,789</u>	<u>240,506</u>	<u>245,317</u>	<u>252,676</u>	<u>260,256</u>
Water Debenture Interest	11,520	12,000	12,000	12,000	12,000	12,000
Total Expenditures	<u>927,410</u>	<u>1,116,319</u>	<u>1,122,793</u>	<u>1,144,694</u>	<u>1,178,203</u>	<u>1,212,719</u>
EXCESS OF REVENUES OVER EXPEND	505,396	338,501	439,165	523,445	554,856	587,858
TSF from Prior Years Surplus - W	0	30,000	27,000	0	0	53,942
Transfer to Water Capital Reserve	(2,539)	0	0	0	0	0
Prior-Years' Surplus For Water Capital	0	(30,000)	(27,000)	0	0	(53,942)
Debt Repayment - Debentures	(7,742)	(7,800)	(7,800)	(7,800)	(7,800)	(7,800)
Transfer to Water Capital Fund	0	(330,701)	(431,365)	(515,645)	(547,056)	(580,058)
	<u>(10,281)</u>	<u>(338,501)</u>	<u>(439,165)</u>	<u>(523,445)</u>	<u>(554,856)</u>	<u>(587,858)</u>
Change in Financial Equity	<u>495,115</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

THE CORPORATION OF THE CITY OF DUNCAN
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FIVE YEAR FINANCIAL PLAN (2010-2014)
CAPITAL EXPENDITURE PLAN

Funding	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
GENERAL CAPITAL EXPENDITURE SUMMARY					
General Government	55,150	24,150	24,150	24,150	24,150
Fire Department	231,000	21,000	21,000	21,000	21,000
Transportation					
Roads	379,000	320,000	1,314,850	324,850	384,850
Sidewalks	160,000	60,000	30,000	30,000	45,000
Traffic Services	730,500	1,062,500	65,000	65,000	0
Machinery, Equipment & Buildings	473,200	121,000	115,935	21,766	106,000
Storm Sewers	511,000	501,000	1,000	1,000	1,000
	2,253,700	2,064,500	1,526,785	442,616	536,850
Waste Collection	10,000	10,000	10,000	10,000	10,000
Parks & Cultural Services	2,808,222	25,000	25,000	25,000	25,000
	5,358,072	2,144,650	1,606,935	522,766	617,000
GENERAL CAPITAL FINANCING SUMMARY					
Reserve Fund					
Parking					
Gas Tax					
Equipment Replacement	598,382	126,000	120,935	26,766	111,000
DCCs	106,518	354,167	-	-	-
Government St Reserve	197,232	-	-	-	-
Art Reserve	2,500	-	-	-	-
Sale of Property	1,600,000	-	-	-	-
	2,504,632	480,167	120,935	26,766	111,000
General Revenue	445,000	455,150	485,000	495,000	505,000
General Operating Surplus	632,690	-	-	-	-
Capital Funds	115,000	-	-	-	-
Sale of Property	-	-	-	-	-
Interest Income	-	-	-	-	-
MFA Refunds	-	-	-	-	-
Storm Connection & Curb Cut Fees	1,000	1,000	1,000	1,000	1,000
Grants					
Other (Contractors, Donations, etc)	133,000	-	-	-	-
Infrastructure Grants	962,667	1,041,666	-	-	-
Borrowing	346,750	166,667	1,000,000	-	-
Borrowing From Reserves	217,333	-	-	-	-
	5,358,072	2,144,650	1,606,935	522,766	617,000
	-	-	-	-	-

THE CORPORATION OF THE CITY OF DUNCAN
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CAPITAL EXPENDITURE PLAN

CAPITAL EXPENDITURES	Funding	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
GENERAL GOVERNMENT						
City Hall Building Capital		11,000	11,000	11,000	11,000	11,000
Office Equipment (Computers etc.)		13,150	13,150	13,150	13,150	13,150
Parking Ticket Handheld	Reserve	15,000				
Replace Colour Copier	Reserve	15,000				
City Flag Redesign	Surplus	1,000				
		55,150	24,150	24,150	24,150	24,150
SOURCE OF FINANCING						
General Revenue		24,150	24,150	24,150	24,150	24,150
General Operating Surplus	Surplus	1,000				
Equipment Reserves	Reserve	30,000				
		55,150	24,150	24,150	24,150	24,150
FIRE DEPARTMENT						
General Equipment		10,000	10,000	10,000	10,000	10,000
Hoses	Reserve	50,000				
Turn Out Gear (6 each Year)	Reserve	11,000	11,000	11,000	11,000	11,000
Rest of Hall Roof	Reserve	45,000				
Hall Seismic Upgrade	MReserve	115,000				
		231,000	21,000	21,000	21,000	21,000
SOURCE OF FINANCING						
General Revenue		10,000	10,000	10,000	10,000	10,000
Capital Funds (MFA Debt Reserve Fire Hall)	MReserve	115,000				
Borrowing		-				
General Operating Surplus	Surplus	-				
Sale of Assets		-				
Reserves	Reserve	106,000	11,000	11,000	11,000	11,000
		231,000	21,000	21,000	21,000	21,000
PUBLIC WORKS DEPARTMENT						
Replace Garbage Truck	Reserve	350,000				
Replace #36 Loader	Reserve	110,000				
Replace Equipment			115,000	109,935	15,766	100,000
PW Video Surveillance		3,000				
Portable Welder		4,000				
PW Copier		10,000				
Small Equipment		5,000	10,000	10,000	10,000	10,000
Contributions from Water & Sewer		(8,800)	(4,000)	(4,000)	(4,000)	(4,000)
		473,200	121,000	115,935	21,766	106,000
SOURCE OF FINANCING						
General Revenue		13,200	6,000	6,000	6,000	6,000
Equipment Reserves	Reserve	460,000	115,000	109,935	15,766	100,000
Sale of Property		-				
Capital Funds		-				
		473,200	121,000	115,935	21,766	106,000

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CAPITAL EXPENDITURE PLAN

CAPITAL EXPENDITURES	Funding	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
ROADS						
Gateway Road Improvement (e.g. Trunk Road)				1,000,000		
- Queens - Alderlea to Duncan St	Surplus	70,000				
- Queens - Alderlea to Duncan St		30,000				
- Arbutus Ave - Parts of		120,000				
- Govt St - Boundary to Cliffs (westbound only)		50,000				
- Kenneth St - Jubilee to Govt		50,000				
- Rail Xsing - Trunk at Duncan & Canada		40,000				
- Government at Gabourie Rd (eastbound)		10,000				
+ Govt St Boundary to Cliffs (Eastbound only)			50,000			
+ Oak St			33,000			
+ Queens Rd - Ypres to Alderlea			60,000			
+ Trunk Rd - TCH to Ypres (Eastbound only)			60,000			
+ Marchmont Rd - Campbell to Day			32,000			
+ Station St - Canada to Craig			50,000			
~ Cedar Ave - Government to Arbutus				99,000		
~ Wharnclyff Rd - Lakes to Beech				108,000		
~ Cairnsmore St - Holmes to End				105,000		
* Dogwood Ave - Arbutus to Hemlock					151,000	
* Cairnsmore St - Holmes to Nagle					155,000	
> Hemlock Ave - Government to End						70,000
> Pine Ave - Govt to Govt						115,000
Unallocated Road Rebuilding			35,000	2,850	18,850	199,850
West end of Station Street	Surplus	9,000				
		379,000	320,000	1,314,850	324,850	384,850
SOURCE OF FINANCING						
General Revenue		300,000	320,000	314,850	324,850	384,850
Operating Surpluses	Surplus	79,000				
Borrowing		-		1,000,000		
ICBC Contribution		-				
		379,000	320,000	1,314,850	324,850	384,850
PEDESTRIAN IMPROVEMENTS						
Sidewalk Property Purchases		15,000	15,000	15,000	15,000	15,000
Crosswalks on Government Street		30,000				
Crosswalks at Canada Ave & Kenneth	Surplus	20,000				
Crosswalk at Duncan St	Surplus	20,000				
Craig Street Last Crosswalks	Surplus	30,000				
Traffic Calming at Jubilee & Fourth	Surplus	15,000				
Trunk Rd at Ypres - Raised Median	Surplus	30,000				
Traffic Calming at Jubilee & Second			15,000			
Traffic Calming on Cairnsmore			30,000			
Traffic Calming at Jubilee & Third				15,000		
Traffic Calming at Jubilee & First					15,000	
Sidewalks and Crosswalks						30,000
		160,000	60,000	30,000	30,000	45,000
SOURCE OF FINANCING						
General Revenue		45,000	60,000	30,000	30,000	45,000
Operating Reserves		-				
Operating Surplus	Surplus	115,000				
Other Contributions		-				
		160,000	60,000	30,000	30,000	45,000

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CAPITAL EXPENDITURES	Funding	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
TRAFFIC IMPROVEMENTS						
Duncan/Canada/Gov't/Cow Way Upgrades	Borrow	346,750				
Duncan / Cowichan Way Traffic Light	Res/DCC	303,750				
One Way Couplet	Grant/DCC		1,062,500			
Government and Jubilee Intersection	Surplus	50,000				
Rewrite DCC Bylaw	Surplus	30,000				
Government and Station Intersection				65,000		
Government and Kenneth Intersection					65,000	
Other Traffic Improvements			-	-	-	-
		730,500	1,062,500	65,000	65,000	0
SOURCE OF FINANCING						
General Revenue		-	-	65,000	65,000	-
Reserves - Sale of Property		-				
Reserves - Gov. St. - Cowichan Way Lights		197,232				
DCCs - For Cowichan Way Lights		106,518				
DCCs - One Way Couplet			354,167			
Grants - One Way Couplet			708,333			
Borrowing	Borrow	346,750				
Surplus	Surplus	80,000				
		730,500	1,062,500	65,000	65,000	-
STORM IMPROVEMENTS						
Storm Drain Connections	Fees	1,000	1,000	1,000	1,000	1,000
Storm Sewer Study	Surplus	95,000				
Storm Repair at Yard		20,000				
Third Pump at marchmont Station	Surplus	25,000				
Dike Repair	Grnt/Surpl	85,000				
Engineering Pump Station for Fish Gut Alley	Surplus	35,000				
Construct Pump Station for Fish Gut Alley	Borr/Surpl	250,000				
Raising of Dike			500,000			
		511,000	501,000	1,000	1,000	1,000
SOURCE OF FINANCING						
General Revenue		20,000	-	-	-	-
Connection Fees	Fees	1,000	1,000	1,000	1,000	1,000
Operating Surpluses	Surplus	155,000				
Borrowing			166,667			
Grant for Dike Repair		68,000	333,333			
Operating Surplus for Dike Repair		17,000				
Grant for Fish Gut Pump Station		166,667				
Borrowing for Fish Gut Pump Station		83,333				
		511,000	501,000	1,000	1,000	1,000
OTHER CAPITAL						
Litter and Recycling Baskets		10,000	10,000	10,000	10,000	10,000
		10,000	10,000	10,000	10,000	10,000
SOURCE OF FINANCING						
General Revenue		6,000	10,000	10,000	10,000	10,000
Operating Surplus for Litter Baskets		4,000				
Donation						
		10,000	10,000	10,000	10,000	10,000

THE CORPORATION OF THE CITY OF DUNCAN
SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2092, 2010
FIVE YEAR FINANCIAL PLAN (2010-2014)
CAPITAL EXPENDITURE PLAN

CAPITAL EXPENDITURES	Funding	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
PARKS & CULTURAL SERVICES						
Centennial Park						
Trails, Sport Court	Grant	160,000				
Parking, Washroom, and Picnic Arbour -Frm Grant	Grant	150,000				
Parking, Washroom, and Picnic Arbour - Frm Surplus	Surplus	150,000				
Rope climbing tower, traditional swings - Frm Grant	Grant	25,000				
Rope climbing tower, traditional swings - Frm Surplus	Surplus	25,000				
Additional Trail work and dredggate removal	Surplus	14,340				
Lawn Bowling- Parking Contribution	Lawn	10,000				
Lawn Bowling- Parking Contribution	Surplus	(10,000)				
Mc Adam Park			20,000	20,000	20,000	20,000
New Ball Fields		1,600,000				
BC Hydro Beautification	Borr/Grnt/Dev	400,000				
Caboose	Surp/Gen	7,500				
Lights for Cairnsmore to Canada Ave Stairs		10,000				
Downtown and Charles Hoey Park						
City Owned Banners		6,500				
Xmas Decorations		7,382	5,000	5,000	5,000	5,000
City Square - Drinking Fountain		2,500				
Trail- Downtown to Commons	Trail	250,000				
		2,808,222	25,000	25,000	25,000	25,000
SOURCE OF FINANCING						
General Revenue		26,650	25,000	25,000	25,000	25,000
Donations			-			
Operating Surpluses	Surplus	179,340				
Operating Surplus - Caboose		2,350				
Reserve- Art - Fountain		2,500				
Sale of Property Reserve- New Ball fields		1,600,000				
Reserve- Xmas Decorations		2,382				
Borrowing From Reserves - BC Hydro		134,000				
Grants- BC Hydro Beautification		133,000				
Developer Recoveries- BC Hydro		133,000				
Grants- Commons Trail	Trail	250,000				
Grants- Centennial Park	Grant	335,000				
Grants- Lawn Bowling	Lawn	10,000				
		2,808,222	25,000	25,000	25,000	25,000

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 CAPITAL EXPENDITURE PLAN

	Funding	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
SEWER UTILITY CAPITAL						
Service Connections	Fees	1,000	1,000	1,000	1,000	1,000
Shared Public Works Capital		4,400	2,000	2,000	2,000	2,000
1/2 PW small Pumps (1 - 3" and 1 - 4")	Surplus	1,800				
Cowichan Way Lift Station Tanks	Surplus	450,000				
Lomas St Lift Station Upgrade Engineering		30,000				
Lomas St Lift Station Upgrade				225,000		
Inflow and Infiltration-Metering Sub Areas		50,000	20,000			
JUB Capital - Other		39,000	39,000	39,000	39,000	39,000
Identified Sewer Mtce Upgrades						
1 - Government and Boundary	Surplus		126,000			
2 - Kenneth St Lot #2 sewer replacement	Surplus	26,000				
Beech Ave Sewer Main					225,000	
Cairnsmore Phase 1					Amount Pending	
Cairnsmore Phase 2						Amount Pending
Cairnsmore Phase 3						Amount Pending
Upgrade Lines					20,226	307,277
		<u>602,200</u>	<u>188,000</u>	<u>267,000</u>	<u>287,226</u>	<u>349,277</u>
SOURCE OF FINANCING						
Sewer Revenue Fund		123,400	174,159	230,312	286,226	348,277
Operating Surpluses	Surplus	477,800	12,841	35,688		
Interest Income on Capital Funds						
Connection Fees	Fees	1,000	1,000	1,000	1,000	1,000
Gov't Grants						
		<u>602,200</u>	<u>188,000</u>	<u>267,000</u>	<u>287,226</u>	<u>349,277</u>
		-	-	-	-	-

THE CORPORATION OF THE CITY OF DUNCAN
SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2092, 2010
FIVE YEAR FINANCIAL PLAN (2010-2014)
CAPITAL EXPENDITURE PLAN

	Funding	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
WATER CAPITAL						
Service Connections	Fees	1,000	1,000	1,000	1,000	1,000
Shared Public Works Capital		4,400	2,000	2,000	2,000	2,000
1/2 PW small Pumps (1 - 3" and 1 - 4")		1,800				
Increase Pressure- Gibbins Pump	CCC	160,000				
Increase Pressure- Eagle Heights	CCC	160,000				
Meters 1/10 of System		200,000	200,000	200,000	200,000	200,000
DNC PRV	CCC	67,850				
SCADA				100,000	100,000	
Emergency Chlorination	Grnt/Surp	800,000				
1 Gibbins Rd	CCC		140,000			
2 Brae Road and Coronation						
4a PRV's Howard and Jaynes	CCC	63,250				
Wilson From Lashman to Gibbons	CCC	237,500				
6 Westview - Replaces Grieve Rd Upgrade	CCC	110,000				
3 Deuchars Drive	CCC			127,500		
12 Carmel/Molly/Alice	Dev	275,000			Subdivision approved by NC	
11 Campbell		120,000				
4b Rosewood/ Sycamore	CCC				225,000	
5 Seine	CCC					282,000
Water Maintenance Upgrades						
Cedar Place	Surplus	30,000				
Beech Ave - Wharnclyff to Marchmont			112,000			
Oak St	Surplus		27,000			
3 Hykawy Rd			75,000			
4 Station St - Canada to Craig			40,000			
Cedar Ave - Government to Arbutus				202,500		
2 Dogwood - Arbutus to Hemlock					210,000	
Hemlock - Dogwood to Government						282,000
Pine Ave - Govt to Govt						150,000
Contingency		4,500	2,365	11,145	35,056	
		2,235,300	599,365	644,145	773,056	917,000
SOURCE OF FINANCING						
		-				
Water Revenue Funds		330,701	431,365	515,645	547,056	580,058
Water Operating Surpluses	Surplus	30,000	27,000	-	-	53,942
Connection Fees	Fees	1,000	1,000	1,000	1,000	1,000
CCCs	CCC	798,600	140,000	127,500	225,000	282,000
Developer Recoveries	Dev	275,000				
Grants- Scada/Chlorination		533,333				
Surplus- Chlorination		266,666				
		2,235,300	599,365	644,145	773,056	917,000
		-	-	-	-	-